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AUTHOR Zachary, Lois J.
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ABSTRACT

Intended for readers in the business world and in nonprofit and higher education settings, this guide offers a framework for informed mentoring practice. It combines discussion and exercises. Chapter 1 grounds the mentor's work in a learner-centered approach to mentoring and presents a mentoring paradigm consistent with andragogical principles and congruent with best practices of adult learning. Chapter 2 focuses on the context of the learning. Chapter 3 introduces the four mentoring relationship phases--preparing, negotiating, enabling, coming to closure--and discusses themes that run throughout them and related tools and techniques. Chapters 4-7 provide an in-depth look at each phase. Chapter 4 offers strategies for mentor self-preparation and provides a framework and tools for engaging and connecting with the mentee. Chapter 5 describes seven negotiating outcomes and how to use them to form the basis of a viable mentoring agreement. Chapter 6 on the enabling phase describes the mentor's key tasks as they relate to three core conditions: support, challenge, and vision. Chapter 7 advocates inclusion of closure protocols and processes as a requisite part of mentoring. Chapter 8 discusses personal development for the mentor through an exploration of reflection, renewal, and regeneration. Appendixes include tools and guidelines for administrators and supervisors of mentoring programs; an annotated list of 23 resources by chapter; 73 references; and index. (YLB)

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